



**Mission**

Enabling people to live at home with independence and dignity.

**Vision**

A community where everyone feels at home – valued, connected, and empowered.

**Values**

Our values are reflected in our name: Community Support Connections.



# 2022–2025 Strategic Plan



**Nutrition**

Grocery Shopping  
Meals on Wheels



**Physical Health**

Exercise  
Fall Prevention



**Social Wellbeing**

Caregiver Support  
Friendly Visiting  
Reassurance Calls  
Transportation



**Help at Home**

Home Making  
Home Maintenance  
Snow Removal  
Yard Work


**At Community Support Connections,** we have a history of adapting and innovating in the face of challenges to ensure we best serve our community. This history helped us navigate the evolving landscape of the COVID-19 pandemic and saw the organization adapt nearly all operations to maintain and enhance service to our clients. As we embark upon a new strategic plan, we will continue to prioritize service, quality, and safety for our clients and community.


Our community has always been our greatest strength - our clients, our volunteers, and our staff. We will continue to develop and strengthen relationships with community partners to create a more sustainable future by diversifying revenue and resources. This will include a renewed emphasis on the promotion of philanthropy and other revenue streams as well as volunteerism as a core pillar of our service delivery model.

Diversified revenue will be invested in our key service providers; our staff and volunteers. We will do so by attracting, developing, and retaining knowledgeable, innovative, and high performing volunteer and staff teams who are passionate about our vision, mission and commitment to community.

The collective intelligence and experience of our high performing teams will be directed towards delivery of exceptional client service across our community programs. We seek to increase our community impact by growing our role and voice within the new Ontario Health Teams to ensure that all our stakeholders are heard and represented.

These goals and organizational qualities are reflected in our new strategic plan - a flexible, living document that will guide our way for the next three years. We acknowledge there is and will continue to be uncertainty that shapes our lives and our community in the coming years. We commit to rising to the challenges and leveraging the opportunities this uncertainty may bring; centering our efforts and resources on the keys to our success: our clients, our volunteers, and our staff.

  
**Will Pace**  
Executive Director

  
**Salim Muzaffar**  
Board Chair



**Financial Sustainability**

- Continue to strengthen primary funder relationships
- Create connections with donors, funders, and supporters
  - Continued focus on developing & leveraging community partnerships
  - Strategic alliances
  - Innovation, creativity, adaptability, technology, fundraising
- Donor recruitment and retention
- Diversify revenue streams
  - Sell our services to a wider audience
  - Contracted services
- Ensure our future operations site is secure

**Invest in our people**

- Healthy and safe work environment
- Focus on recruitment, development, and retention across the agency
  - For staff and volunteers - To maintain high quality standards
  - For our Board of Directors - emphasize recruitment for governance, influence, fundraising, and quality. Make our Board a destination of choice for community leaders
- New compensation plan



**Community Awareness & Impact**

- Continue to deliver exceptional, quality experiences to clients
- Improve relationships with all levels of Government; Ontario Health to Municipal
- Increase community relationships
- Strengthen our community profile and actively promote our services
- Build collaborations/connections with health/hospital systems
  - Embed ourselves in discharge planning
  - Increase referrals and intakes



# How We Get There

## Staying on Track

To ensure that our strategic plan remains nimble and reflects the reality of our operations and goals, a series of monthly, quarterly, and annual reviews by staff and the Board will be conducted.

- **Monthly Staff Review**  
Our strategic plan will be operationalized via our annual operating plan and reported to our Board via our dashboard. Organizational goals, risks, and other key performance indicators will be monitored on a monthly basis.
- **Quarterly and Annual Board Review**  
Our Board of Directors will review our organizational dashboard and strategic plan on a quarterly basis and make any adjustments to ensure we are staying on track. On an annual basis, the Board of Directors will undertake a more thorough review of the strategic plan to determine how well it has performed. The ever-changing environment of our sector may require significant annual adjustments to ensure we achieve our priorities. The annual review will also provide a foundation for the development of the following year's annual operating plan.



## Communication and Transparency

The ongoing review and updates of the strategic plan and annual operating plan will serve as an important internal communication tool to provide staff and the Board of Directors with timely insights into the operational successes and challenges of Community Support Connections.

## New Opportunities

We recognize that in an ever-changing environment we must constantly be on the watch for new opportunities and partnerships. Our strategic and annual operating plans will be built as dynamic documents, flexible enough to adapt to any identified changes or new business opportunities that may arise.

